

## Message Text

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ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SP-02 SS-15 PER-01 NSC-05  
ABF-01 A-01 USIA-06 AID-05 /049 W  
-----027169 091253Z /43  
R 090930Z SEP 77  
FM AMEMBASSY NIAMEY  
TO SECSTATE WASHDC 7942

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E.O. 11652: N/A  
TAGS: AODE  
SUBJ: EVALUATION BY CHIEF OF MISSION OF PERSONNEL LEVELS

REF: STATE 201122

1. STAFFING OF THIS MISSION CAN BE SEEN AS INVOLVING TWO SEPARATE, ALTHOUGH IN PRACTICE OVERLAPPING COMPONENTS. THERE IS A CORE STAFF, MAINTAINED ON THE PREMISE THAT WE WISH TO CONTINUE AT LEAST MINIMAL DIPLOMATIC PRESENCE IN EACH INDEPENDENT AFRICAN COUNTRY. SECONDLY, THERE IS AN ECONOMIC DEVELOPMENT STAFF WHOSE PRESENCE DERIVES FROM WHAT IS A STRONG POLICY CONSENSUS THAT MAJOR INPUTS OF U.S. RESOURCES SHOULD GO INTO THE SAHEL IN THE NEXT FEW YEARS.

2. THE CORE STAFF CONSISTS OF ELEVEN STATE POSITIONS-- FIVE OFFICERS (MYSELF INCLUDED), TWO SECRETARIES, THREE COMMUNICATORS (WITH REGIONAL RESPONSIBILITIES) AND A NURSE. TO THIS NUMBER CAN BE ADDED THE ONE USIS OFFICER.

3. THE ECONOMIC DEVELOPMENT STAFF CONSISTS OF THIRTY AID DIRECT-HIRE POSITIONS, OF WHICH SOME TWENTY-FIVE ARE CURRENTLY FILLED, PLUS TWENTY CONTRACTORS. INCREASES IN NUMBERS OF BOTH AID DIRECT-HIRE AND  
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CONTRACT POSITIONS ARE FORESEEN FOR FY 78 AND 79 AS DESCRIBED IN OUR RECENT ABS AND MOB SUBMISSIONS.

4. OUR CORE STAFF OF ELEVEN (TWELVE COUNTING USIS) IS ALREADY MINIMAL, REFLECTING SUCH PREVIOUS DEN RMI-NATIONS AS (1) INTERNAL POLITICS OF NIGER ARE OF LITTLE CONCERN TO USG AND BULK OF POLITICAL REPORTING CAN BE

HANDLED BY AMBASSADOR AND DCM; (2) OUR ECONOMIC INTERESTS ARE MARGINAL AND CAN BE DISCHARGED IN TANDEM WITH CONSULAR FUNCTIONS ; (3) BULK OF GSO SERVICES IN FUTURE WILL BE PROVIDED THROUGH AID; (4) THIS IS A BOTTOM-RANKED COUNTRY IN TERMS OF USIS PRIORITIES; (5) NON-RESIDENT REGIONAL SERVICES ARE SUFFICIENT FOR B&F AND SECURITY ACTIVITIES. OUR CORE STAFF COULD THEORETICALLY BE CUT FURTHER BUT THAT WOULD REQUIRE A SUPERHUMAN--I.E., A CONTINUING AND CONVINCING-EFFORT ON BEHALF OF DEPARTMENT EXTENDING TO ALL USG AGENCIES TO ALL BUT ELIMINATE CIRCULAR CABLE TRAFFIC, REQUESTS FOR INFORMATION, STUDIES, REPORTS, ETC., AS WELL AS A TERMINATION OF ALL BUT STRICTLY DEFINED CONSULAR SERVICES AND THE FACILITATIVE ASSISTANCE WE OFFER TO OTHER USG AGENCIES, AMERICAN CITIZENS AND BUSINESSMEN.

5. OUR DEVELOPMENT STAFF IS ADMITTEDLY LARGE AND GROWING. BASIC ELEMENT HERE IS THAT SAHEL DEVELOPMENT PROGRAMS REPRESENT HIGH USG PRIORITY AND THAT SUCH EFFORTS, GIVEN AID NEW DIRECTIONS--I.E., FOCUS ON POOREST OF THE POOR-- ARE INEVITABLY PEOPLE-INTENSIVE. IN THIS REMOTE BACKWARD ENVIRONMENT, PROGRAMS MUST BE PLANNED FROM BOTTOM UP, WITH CONCEPTION, DESIGN, IMPLEMENTATION, AND EVALUATION FIRMLY IN HANDS OF AMERICAN RPT AMERICAN PERSONNEL. IN NIGER, AS ELSEWHERE IN THE SAHEL, WE DO NOT HAVE THE LUXURIES OF INDIGENOUS CADRES, ALREADY FUNCTIONING MULTI-LATERAL MECHANISMS, OR LOCALLY LIMITED OFFICIAL USE

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PROVIDED SUPPORT SERVICES ON WHICH TO RELY. THUS OUR AMERICAN STAFF IS GROWING AND FAST, WITH A LARGE COMPONENT DEVOTED TO PROJECT PREPARATION AND ADMINISTRATIVE SUPPORT.

6. MY MISSION REVIEWS OF AID POSITIONS EXTEND TO CONTRACT AS WELL AS DIRECT-HIRE POSITIONS SINCE CONTROLS OVER THE LATTER CATEGORY ARE ILLUSORY IF NOT MATCHED BY RESTRAINTS ON THE CONTRACT SIDE. I BELIEVE OUR MOB AND ABS PROJECT SUBMISSIONS FOR FY78 AND 79 ARE REALISTIC AND LEAN, GIVEN THE JOB WE HAVE CUT OUT FOR OURSELVES HERE.

7. OUR ASSISTANCE ACTIVITIES WILL COMPRISE SIXTEEN DISCRETE PROJECTS FOR FY 79 WITH AN OVERLAY OF ADMINISTRATIVE, FINANCIAL AND CONTROLLER POSITIONS. IT DOES NOT MAKE MUCH SENSE TO RANK THESE PROJECTS IN ORDER TO IMPORTANCE SINCE THEY ARE EACH INTER-RELATED FACETS OF ONE INTEGRAL U.S. ACTIVITY, I.E., THE IMPROVEMENT OF FOOD PRODUCTION AND QUALITY OF LIFE IN THE SAHEL. IT IS NOT LIKE CHOOSING BETWEEN THE ACTIVITIES OF SEPARATE AGENCIES, LIKE, SAY, THE FAA AND THE FBI. OF COURSE , AN ARBITRARY REDUCTION OF 15 PERCENT--EIGHT OR TEN POSITIONS -- ACROSS THE BOARD COULD BE ACCOMPLISHED

BUT ONLY AT THE EXPENSE OF PROPORTIONALLY UNDERMINING THE  
EFFECTIVENESS OF EACH ASSISTANCE PROJECT AND ALSO OF OUR  
OVERALL GOAL OF AN INTEGRATED APPROACH TO THE COUNTRY'S  
DEVELOPMENT PROBLEMS. AN ALTERNATIVE APPROACH TO  
REDUCTION MIGHT BE TO SEEK TO SINGLE OUT ONE OR MORE  
PARTICULAR PROJECTS FOR ELIMINATION, ACCOMPAINED BY  
A FRANK EXPLANATION TO THE LOCAL GOVERNMENT--AND TO  
THE U.S. CONGRESS WHICH HAS SHOWN A LOT OF INTEREST IN  
THIS AREA--THAT WE ARE REDUCING THE EXTENT OF OUR  
ASSISTANCE TO THE SAHEL. BEFORE SUCH AN EXERCISE WERE  
SERIOUSLY CONTEMPLATED, HOWEVER, I ASSUME THERE WOULD BE  
FURTHER CONSULTATION AMONG SAHEL AMBASSADORS AND BETWEEN  
FIELD AND DEPARTMENT.JAMES

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## Message Attributes

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**Review Markings:**  
Margaret P. Grafeld  
Declassified/Released  
US Department of State  
EO Systematic Review  
22 May 2009  
**Markings:** Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009